SALES & MARKETING MANAGEMENT

SEPTEMBER 1992
A BILL PUBLICATION
$4.95

AMERICA'S BEST SALES FORCES

Long, Jeanne 009
S R I Acquisitions Editor
Congressional Information Svs
4520 East-west Highway
Bethesda MD 20814 3389

0 73361 64720

SEPTEMBER 1992
A BILL PUBLICATION
ESTABLISHED 1918

SALES & MARKETING MANAGEMENT

COVER BY MICHAEL WITTE

FEATURES

46 COMING UP WINNERS: AMERICA'S BEST SALES FORCES
Our eighth annual Best Sales Force Survey uncovers six companies that found a way to succeed in spite of a tough economy.

66 THE FIRST 90 DAYS
You've just been named sales manager for your company's largest sales region. Sales are static and the staff is indifferent. What do you do?

75 THE POWER OF PERCEPTION
It's not how much you spend, but how your holiday gift is perceived that makes it memorable.

84 THE CUSTOMER AS CONSULTANT
Recent studies suggest that customers may be your best source of innovative and profitable new product ideas.

93 BECOMING PROACTIVE ABOUT RECRUITMENT
A good sales manager thinks about recruitment all the time—not just when there are vacancies to fill.

98 PUTTING INCENTIVES IN THEIR PLACE
While a lot of companies use incentives, some executives see them as a substitute for sound management.

105 THE "WHETHER" REPORT: WHETHER TO BUY RADIO, CABLE, OR BROADCAST TV
The airwaves are teeming with targeted options for advertisers—although it's anyone's guess which one they'll choose.

DEPARTMENTS

5 THE RACE
6 FAX BACK
11 LETTERS
12 SALES FORCE MANAGEMENT
16 TRAVELERS' NETWORK
24 YOU SAID IT
30 AFTERTHOUGHTS
37 SHORT TAKES
110 COMPUTERS
113 TRADE SHOWS
115 INCENTIVES
117 BOOK FINDS
119 COMPENSATION
121 VITAL SIGNS
123 HIRING & TRAINING
125 OFFBEAT MARKETING
126 PRODUCT/SERVICE SHOWCASE
127 SALES MART
130 AD INDEX

VOL. 144, NO. 11 *Sales & Marketing Management* ISSN 0163-7517 is published monthly except in June, Aug'st, and October, when it is published twice a month, by Bill Communications Inc., 633 Third Avenue, New York, NY 10017. Canadian Post International Publications Mail (Canadian Distribution) Sales Agreement No. 546275. Telephone: 212-986-4800. Copyright 1992 by Bill Communications, Inc. All rights reserved. Subscriptions in the U.S. and its possessions, $48. Canada, $62 (U.S.). Foreign, $77 (U.S.). Allow 4 to 6 weeks for first issue to arrive. Second Class Postage paid at Strasburg, Va. Postmaster: Send address corrections to *Sales & Marketing Management*, Subscription Service Department, P.O. Box 1025, South Eastern PA 19398-9975. Member of the Business Publications Audit of Circulations and member of the Association of Business Publishers.

Authorization to photocopy items for internal or personal use, or the internal personal use of specific clients, is granted by *Sales & Marketing Management* for libraries and other users registered with the Copyright Clearance Center (CCC) Transactional Reporting Service, provided that the base fee of $3 per copy is paid directly to CCC, 21 Congress St., Salem, MA 01970. (0273-9313/81 $3). This permission does not apply to the annual *Sales Manager's Budget Planner, Survey of Buying Power,* or *Survey of Media Markets* issues, nor does it extend to other kinds of copying, such as for general distribution, resale, advertising/promotional purposes, or creating new collective works. Special requests should be addressed to Kerry Rotenberger at *Sales & Marketing Management.*

Canadian GST No. R129442109

U.S.A. Newsstand Distribution by Eastern News Distributors, Inc., 1130 Cleveland Road, Sandusky, OH 44870.

ABP BPA

AMERICA'S BEST SALES FORCES

Our eighth annual BSF Awards, honoring the achievements of six companies that turned tough times into sales success.

BY WILLIAM KEENAN JR., MANAGING EDITOR

1992 has been a year of contrasts, a year in which success—or the lack thereof—will end up being measured by things other than sales or revenues.

In the context of today's sobering economic realities, companies have had to redefine progress in terms of incremental gains in a variety of areas, few having any direct relationship to bottom-line profits or monetary goals. Certain industries have even taken to viewing success in terms of ground held rather than ground gained, while others are assessing achievement in equally nonlinear ways—overseas market penetration, increased share, and enhanced productivity among them.

The bottom line, however, is that true winners will always find a way to succeed in spite of the odds, even if it means coming up with an entirely different slant on what constitutes success. A company like United Parcel Service, for example, facing sluggish growth in its core ground transportation business, found its salvation in air transportation and cracking overseas markets. Bethlehem Steel, on the other hand, in an industry buffeted by foreign competition, recession, and growing competition from aluminum and plastic alternatives, measured its success in terms of technological improvements in its manufacturing process—improvements that are helping it serve traditional customers with greater flexibility and compete more successfully in emerging niche markets.

With the release of the results of this year's Best Sales Force Survey, these two companies—along with four others—can now count themselves winners by at least one other measure of success: In a year marked by adversity and advantage, pessimism and optimism, and conflicts of major proportion both inside and outside their respective industries, the sales organizations of these six U.S. corporations can take pride in the fact that their customers and peers have elevated them and their efforts to the ranks of "America's Best."

As always, some of this year's winning companies are relative surprises—Archer-Daniels-Midland, for example, topped the food products category in its first appearance there, while Bethlehem Steel finally edged out past winners like Reynolds Metals and Alcoa to take home the honors in the metal manufacturing category.

Other 1992 winners run the gamut from the familiar to the perennial: Eastman Kodak garnered top honors in the scientific and photographic equipment category for the first time since 1984, while United Parcel Service (shipping and delivery services) and Anheuser-Busch (beverages) returned to the BSF fold as repeat winners as well.

And then there's Northwestern Mutual Life. The Milwaukee-based "Quiet Company" has been anything but silent when it comes to winning Best Sales Force Awards, picking up its third consecutive trophy thanks to the votes of its customers and peers in the life insurance industry—a feat only two other companies have managed in the eight-year history of our survey.

But more important than any of their various BSF track records is the fact that all of our winners have gained something few companies ever do: the respect and admiration of clients and competitors—proving once again that innovative thinking, quality management, and solid expertise will always triumph over market conditions, economic downturns, or any other adversary that stands in the way of selling.

In the beverage industry, for example, Anheuser-Busch, long the market leader in the domestic beer wars, found itself in the unique position of competing with its own shadow, creating internal challenges "to ward off complacency and extend its leadership position," this according to A-B vice president Jim Hunter. The company also scored additional successes in nurturing international markets and with its various new product introductions.

Archer-Daniels-Midland, this year's winner in the food products category, is another company that might have suffered from complacency if it weren't for the fact that, as ADM senior vice president Martin L. Andreas says, "we're somewhat recession-proof—in good times or bad, people still eat." With this in mind, the company countered tumbling industry economics by taking aim at opportunities overseas as well as enter-

BEVERAGES

COMPANY	SCORE
Anheuser-Busch	8.0
J.E. Seagram	7.3
Brown-Forman	7.0
Coca-Cola	6.8
Whitman	6.5
Coca-Cola Enterprises	6.4
Adolph Coors	6.3
Pepsico	6.1
Dr. Pepper/Seven-Up	5.4

FOOD PRODUCTS

COMPANY	SCORE
Archer-Daniels-Midland	7.9
Philip Morris	7.5
General Mills	7.1
H.J. Heinz	7.0
Ralston Purina	7.0
Campbell Soup	6.9
ConAgra	6.2
CPC International	6.0
Sara Lee	5.7
Borden	5.2

LIFE INSURANCE

COMPANY	SCORE
Northwestern Mutual	8.0
New York Life	7.1
Connecticut General	6.8
Metropolitan Life	6.5
Prudential of America	6.5
John Hancock Mutual	5.9
Travelers	5.3
Teachers	5.1
Aetna Life & Casualty	5.0
Equitable Life Assurance	4.0

METAL MANUFACTURING

COMPANY	SCORE
Bethlehem Steel	7.9
Alcoa	7.7
Phelps Dodge	7.6
Reynolds Metals	7.2
Cyprus Minerals	7.1
Inland Steel	6.6
National Steel	6.0
Maxxam	5.7
LTV	5.1
Amax	5.0

SCIENTIFIC & PHOTOGRAPHIC EQUIPMENT

COMPANY	SCORE
Eastman Kodak	7.8
Xerox	7.2
Polaroid	7.1
3M	7.1
Becton Dickinson	6.7
EG&G	6.7
Baxter International	6.3
Tektronix	6.3
Honeywell	6.2
Bausch & Lomb	5.6

SHIPPING & DELIVERY SERVICES

COMPANY	SCORE
United Parcel Service	7.4
Federal Express	7.2
Roadway Express	7.2
Consolidated Freightways	6.8
Yellow Freight	6.6
Airborne Freight	6.0
Carolina Freight	6.0
American President Cos.	5.2
Preston	4.5

The Best in Seven Categories of Selling

COMPANIES, FOLLOWED BY SCORES, WITH A HIGHEST POSSIBLE SCORE OF 10.

Industry	Recruiting Top Salespeople	Ability to Keep Top Salespeople	Quality of Training	Opening New Accounts	Holding Accounts	Product/ Technical Knowledge	Reputation Among Customers
Beverages	Anheuser-Busch **7.6**	Anheuser-Busch **8.0**	Anheuser-Busch **7.8**	Anheuser-Busch **7.9**	Anheuser-Busch **8.0**	Anheuser-Busch **8.5**	Anheuser-Busch **8.5**
Food Products	Archer Daniels Midland **8.3**	Philip Morris **7.7**	Archer Daniels Midland **8.3**	Archer Daniels Midland **7.3**	Archer Daniels Midland/ Philip Morris **8.0**	Archer Daniels Midland **7.8**	Archer Daniels Midland/ Campbell Soup **8.0**
Life Insurance	Northwestern Mutual **8.0**	Northwestern Mutual **8.0**	Northwestern Mutual **7.8**	Northwestern Mutual **7.6**	Northwestern Mutual **8.4**	Connecticut General **7.8**	Northwestern Mutual **8.8**
Metal Manufacturing	Alcoa **8.6**	Phelps Dodge **8.0**	Bethlehem Steel/ Phelps Dodge **8.3**	Bethlehem Steel/ Reynold Metals **6.9**	Alcoa **7.9**	Bethlehem Steel **8.4**	Phelps Dodge **8.3**
Scientific & Photographic Equipment	Eastman Kodak **7.8**	Eastman Kodak **7.8**	Becton Dickinson **7.8**	Eastman Kodak **7.3**	EG&G **8.4**	Polaroid **8.1**	Eastman Kodak **8.6**
Shipping & Delivery Services	Roadway **7.2**	UPS **7.2**	UPS **7.5**	Federal Express **7.8**	UPS **7.9**	UPS **8.2**	Federal Express **8.2**

ing new markets domestically, forging ahead while others either retrenched or retreated.

In the life insurance industry, Northwestern Mutual measured its success through more traditional methods, posting significant volume and premium gains in 1991; this in an industry otherwise reeling from the realities of an ongoing recession. Northwestern, true to its midwestern roots, achieved success the old-fashioned way—by differentiating itself through price, service, and what Northwestern senior vice president Dennis Tamesin calls "a total commitment to the sales force."

INTERPRETING THE NUMBERS

Survey participants in each industry category were asked to rate the top companies in that category on their effectiveness in seven sales functions (see above). Ratings were based on a scale ranging from 1 (poor) to 10 (excellent). The scores represent the average of the seven ratings each company received.

In metal manufacturing, the category in which Bethlehem Steel topped our Best Sales Force Survey, demand has been down for most of the year and prices remain stalled at 1990 levels. With the days long gone when demand for steel would rise as regularly as the height of tail fins on America's autos, Bethlehem's sales force has had to adopt new strategies for coping with today's equally new marketing realities, strategies that include searching out fresh niches, partnering with customers, and developing a team-selling approach so the company can respond more quickly to customer questions and demands. And although these strategies aren't unique to the steel industry, David M. Beinner, Bethlehem's general manager of sales, feels they "will position us to take advantage of the upturn when it comes."

Eastman Kodak, this year's winner in the scientific and photographic equipment category, has also had to deal with tough market conditions, in its case, conditions induced by declining tourism, a drop in spending on photographic equipment, and increased competition from other suppliers in the photographic equipment business. In addition, the company recently undertook a major reorganization and reduction of its work force, although, to Kodak's credit, none of these changes altered the company's mission to focus on the needs of its customers above all else. In fact, Michael Morley, Kodak's vice president for U.S. marketing and sales, says the firm is seeking to further "empower" its sales reps in order to make them even more valuable to the customer. They'll accomplish this by educating them on retailer concerns such as inventory control and just-in-time delivery, as well as giving them more authority to make advertising, promotion, and other marketing decisions at the field level.

And in shipping and delivery services, an industry where the phrase

"sluggish growth" has become an answer, explanation, and general description for just about any business-related interrogative, United Parcel Service has survived—and even profited—by adding markets, increasing its international business, and working closely with customers in order to develop new value-added services. "Customers expect more," says UPS senior vice president John Alden, and you can be sure that UPS aims to deliver on those expectations.

Partnerships, customer focus, empowerment, team selling, niche marketing, global marketing—all of these are terms and concepts being bandied about with increasing regularity these days. In the following profiles of our 1992 Best Sales Force Award-winning companies, however, you'll read about six corporations for whom these are more than mere words; they're the tools with which winning strategies are fashioned.

Still, let's not forget that there are a lot of other companies out there that are doing equally innovative and interesting things in the realm of sales. In fact, the results of this year's survey reveal a growing competitiveness among the nation's major corporations, with only one of our winners topping the charts in all seven areas of sales force effectiveness.

The results of this year's survey reveal a growing competitiveness among major U.S. firms. Only one company topped the charts in all seven sales categories.

Clearly, then, the opportunity is there for others to turn up the heat on this year's honorees, all of which should make 1993 an even more challenging year. As our 1992 Best Sales Force Award winners become the benchmarks by which other companies are judged, it's a safe bet that the tools and techniques that marked their successes will be honed and hefted by their competitors—which simply means they're going to have to work that much harder to hang on to their top-ranked status.

To those of us with a vested interest in upping the profile and professionalism of sales organizations everywhere, that sounds like a contest where everybody ends up a winner.

America's Best: Eight Years and Counting

Following are the distinguished winners of *S&MM*'s Best Sales Force Awards since their inception in December of 1984.

1984-85

Chemicals: Du Pont
Computers & Office Equipment: IBM
Diversified Services: Marriott Hotels & Resorts
Electronics: Motorola
Food & Beverages: Pepsi
Forest Products: Georgia-Pacific
Industrial & Farm Equipment: Textron
Pharmaceuticals: Johnson & Johnson
Precision Instruments: Eastman Kodak
Textiles & Apparel: Blue Bell

1986

Glass & Building Materials: Owens-Corning
Metal Manufacturing: Inland Steel
Publishing & Printing: Times Mirror Co.
Railroads & Transportation: Fleetwood Enterprises
Rubber & Plastics Products: Cooper Tire
Soaps & Cosmetics: Economics Laboratory
Telecommunications & Utilities: US West
Transportation Services: United Airlines

1987

Apparel: Liz Claiborne
Chemicals: Du Pont
Computers & Office Equipment: IPM
Electronics: AT&T
Food & Beverages: Coca-Cola
Forest Products: Kimberly-Clark
Industrial & Farm Equipment: Black & Decker
Life Insurance: Northwestern Mutual Life
Metal Products: Gillette
Pharmaceuticals: Merck & Co.
Scientific & Photographic Equipment: Xerox
Textiles: Armstrong World Industries
Wholesale Distribution: Bergen Brunswig Drug Co.

1988

Diversified Financial Services: Merrill Lynch
Electronics & Electrical Equipment: General Electric
Glass & Building Materials: Corning
Metal Manufacturing: Alcoa
Printing & Publishing: Dow Jones
Rubber Products: Goodyear
Soaps & Cosmetics: Colgate-Palmolive
Telecommunications & Utilities: Bell Atlantic
Textiles: Burlington Industries
Transportation Services: American Airlines

1989

Chemicals: Du Pont
Computers & Office Equipment: IBM
Food & Beverage: Anheuser-Busch
Forest Products: Scott Paper
Industrial & Farm Equipment: Caterpillar
Life Insurance: Northwestern Mutual Life
Metal Products: Ball Corp.
Pharmaceuticals: Merck & Co.
Scientific & Photographic Equipment: Xerox

1990

Food Products: Nabisco Biscuit Co./RJR Nabisco
Health & Beauty Aids: Procter & Gamble
Metal Manufacturing: Reynolds Metals Co.
Printing & Publishing: Times Mirror Co.
Shipping & Delivery Services: United Parcel Service
Telecommunications Equipment & Services: Communications Satellite Corp.

1991

Chemicals: Dow Chemical
Computers & Office Products: Hewlett-Packard
Forest Products: Scott Paper
Hotels: Hyatt Corp.
Pharmaceuticals: Eli Lilly
Property & Casualty Insurance: Progressive Corp.

ANHEUSER-BUSCH: AN A+ FOR AMERICA'S ACE ALERS

"Quality permeates everything we do," claims Jim Hunter, vice president of domestic sales for Anheuser-Busch, the world's largest brewing organization. This dedication to quality, he says, is the secret ingredient that makes his division the largest subsidiary of the St. Louis, Mo.-based beer, food, packaging, and entertainment conglomerate.

While Hunter's statement may seem to reflect the typical ubiquitous/ambiguous view most corporations take of quality, A-B backs up its claims with some impressive numbers: Aside from being the U.S. industry leader since 1957, Anheuser-Busch sells more beer than its next four rivals *combined*, producing over 86 million barrels of brew a year. That translates into a staggering 44% share of the entire American beer market (including imports), which means that in addition to *producing* all that beer, A-B is also *selling* it. The distinction is an important one—if you don't believe us, just ask any of the Big Three U.S. automakers.

Essentially, A-B's success boils down to a prudent blend of innovation and tradition, two characteristics Anheuser-Busch has been known for ever since the company was established in 1861. Today, those qualities are reflected throughout the organization, both in the 15 different brands that comprise the A-B stable of products and in the people who market them.

The company hangs on as tightly to its salespeople as it does to its brands. "Our turnover is very, very small," says Hunter. "I think this is due to the fact that Anheuser-Busch offers so many different levels of career advancement." Hunter cites A-B's 11 company-owned wholesale divisions, each responsible for the sales, marketing, and distribution effort in a designated area.

Keeping this massive operation running smoothly is the job of A-B's field sales managers, who work closely with the company's 900 independently owned wholesalers on a day-to-day basis. "We meet on local, state, and regional levels," Hunter says. "We have sales meetings several times a year and work constantly with distributors." In addition, district sales managers hone their skills with the eventual goal of becoming national account or brand managers, a world of opportunity that reflects A-B's global reach and stature.

Just as the company carefully selects and processes the water, hops, grain, and yeast that make up its products, A-B's sales candidates are also put through a rigorous inspection program, part of which involves passing an exam before they're even considered for employment.

Once hired, recruits are constantly monitored, educated, and re-educated. "All salespeople attend a minimum of two instructive seminars a year," says Hunter. "Also, their reviews are tied to the idea of education. Any weaknesses addressed in reviews are strengthened with individually designed in-house sales training."

Of course, being the market leader can create its own set of challenges, not the least of which is keeping your troops motivated in the face of minimal competition. When asked how A-B combats complacency in the ranks, Hunter offers this simple response: "Even though we're the leader, we insist that salespeople extend that position." Specifically, this means setting—and achieving—a goal of 50% market share by the mid-1990s.

"Also," Hunter adds, "we're pushing to increase our presence in the international beer market." So far, the company has breweries in five overseas markets, and its products are exported to 40 more. Looking for concrete results? Budweiser is currently the leading imported beer in Japan.

And in an industry where standing still is tantamount to giving up, Anheuser-Busch is pressing ahead with its latest new product introduction: O'Doul's brand non-alcoholic beer. The brand has already captured a 1% share of the overall beer market—despite the fact that it's only in test market—an achievement made even more remarkable since it has been more than 60 years since Anheuser-Busch produced any non-beer beverages.

Hunter has seen a lot of changes in the salesperson's job since he joined Anheuser-Busch 27 years ago, perhaps the biggest being the increasing use of new sales-related technologies. "Automation has had a very big impact on our salespeople," he says. "We've significantly reduced the time needed for administrative chores, and that gives us more time to sell and more time for service to the retailer."

A-B's involvement in corporate philanthropy is one of the most visible manifestations of its commitment to tradition and quality, dating back to 1906 when Adolphus Busch donated $100,000 to aid victims of the San Francisco earthquake. In 1992, the company donated *$25 million* to charity.

"Good corporate citizenship is something we're concerned about in every marketing segment," explains Hunter. "And that includes wholesalers, too. It's part of the charter agreement they sign with us that they'll be involved in charity projects in their community."

As for what's on tap for the future, Hunter says the growth is in the non-alcoholic and low-alcohol beverages, adding that "our light beers already claim thirty percent of the 'light' segment."

Again, some pretty heady numbers. But if the past is any indication, A-B shouldn't have any trouble reaching its goals. After all, when you already market "the King of Beers," everything else is just another jewel in the crown.—*B.V.* ►

BEVERAGES

Company: Anheuser-Busch

Major Product or Service: Beer

1991 Sales Volume: $12.6 billion

Number of Salespeople: 400

Sales Philosophy: "Quality is never sacrificed for any reason."

JOHN CONRAD

ARCHER-DANIELS-MIDLAND: QUALITY, NOT QUANTITY

Archer-Daniels-Midland has a rather surprising approach to sales for a multi-billion-dollar international company: It likes to keep things small.

"We don't try for a *lot* of salespeople," says Martin L. Andreas, senior vice president and executive assistant to the CEO at the Decatur, Ill., company, "just the *good* ones."

The approach obviously works. Sales at ADM, which has more than 25 divisions and subsidiaries, jumped from $7.8 billion in 1990 to $8.5 billion last year, this in the midst of a sagging economy and general malaise in the agricultural products industry. Scoring impressively in such crucial areas as Recruiting Top Salespeople, Holding Accounts, and Reputation Among Customers, ADM pulled down a first-place finish in this year's Best Sales Force Survey against staunch competitors as Philip Morris, Ralston Purina, General Mills, and H.J. Heinz, among others.

"We have a simple premise or philosophy," says Andreas. "'Know your customer and his needs.' You give him distribution, quality, price, and service, and what else in life can he ask for?"

And while he admits most companies share those same sentiments, Andreas still likes to think ADM does things a little differently—and he's probably right. Take, for example, the company's national sales force for its corn-dried sweetener. It consists of eight people. "It's small, especially when you compare it to other companies," says Andreas. "But they get the job done."

Size isn't the only area where Archer-Daniels-Midland is different. Unlike most other companies in its industry, ADM gives salespeople a large measure of freedom. "It's less structured than a lot of companies," notes Andreas. "We don't box them in with a lot of ways things have to be done. We want them to have a lot of responsibility. This offers them a greater challenge and makes them better."

In addition, ADM salespeople have larger territories than most, the reasoning here being that it makes them more aggressive and knowledgeable about the industry. "We give them wider territories where their earning rate can go up because we want them to think and plan," says Andreas. "We want them to know as much about the customer as possible so that we as a company can rely on their input."

While training may vary at the different divisions and subsidiaries, Andreas says there are some common elements. All new hires spend a few weeks with a regional manager, discussing products and the like, before going out to the field. "It's intense, and mostly on-the-job," says Andreas. "They're going to have to sink or swim pretty fast."

ADM also takes a somewhat different approach to hiring, often going right to the heart of the competition for its people. For example, when the company went into the fructose business, it chose individuals from the sugar industry. "I think a lot of companies thought we'd take from our corn syrup [employees]," says Andreas, "but we went right to the sugar industry to hire their top-notch people. After all, that was going to be our competitor, and who would know sugar better than they would?"

The company followed the same strategy when it entered the fuel ethanol business, seeking salespeople from the oil and gas industries. "We hired them," says Andreas. "And they taught us how to sell [the product]."

In fact, Andreas says knowing the competition inside out—as well as the industry and all that affects it—is a key to the company's continued success. "Our salespeople have to know the big picture," he says. "Sometimes that means legislative issues, politics, or trade. We want them to be the best source of information in the industry."

The reason for this, he says, is that customers will start to count on ADM's salespeople for information. Then, when it comes time to place an order—all other things being equal—ADM will get the nod. "If we become a good source of information, it could tip the scale in our favor," notes Andreas. "That person may remember who helped him out."

To maintain this kind of advantage, however, ADM must make certain its salespeople are well-informed, something Andreas says is accomplished by having an "open flow" of information. "Communication is the key," he says. "We send relevant articles to the salespeople and have dialogues with them. We keep the lines of communication open."

Another possible reason for the success of the sales force, says Andreas, is ADM's generous compensation plan. In most cases, salespeople are paid more than the industry average, and because they have larger territories, they also have greater earning potential. In other words, says Andreas, "The harder they work, the more they can earn." As a result, the company stays away from incentive programs. "We feel if you're doing a good job compensating people, you don't need that," he says.

On the other hand, you still have to bring people into the company before you can train them, compensate them, and keep them, and Andreas says ADM's ability to recruit top salespeople is perhaps its biggest challenge: "It's absolutely crucial. But we feel we have a real advantage. We're a growing company, and it's an exciting time to be in the industry. We give salespeople the opportunity to make money, but probably most important, we give them a lot of freedom. We give them the ball and let them run with it. To a lot of people—especially the good ones—that's a great reason to work for a company."—*B.K.* ►

FOOD PRODUCTS

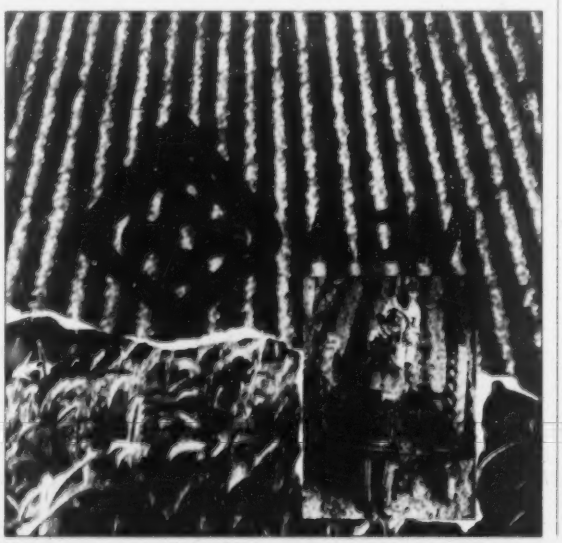
Company: Archer-Daniels-Midland

Major Product or Service: Agricultural products

1991 Sales Volume: $8.5 billion

Number of Salespeople: N/A

Sales Philosophy: "Know your customer and his needs."



JOHN CONRAD

FOR NORTHWESTERN, ONCE IS NOT ENOUGH

Winning a Best Sales Force Award is getting to be a habit for Northwestern Mutual Life of Milwaukee, which has won in the Life Insurance category every time it has been included thus far—in 1987, 1989, and now again in 1992.

Which makes the reaction of Dennis Tamesin, senior vice president of agencies, altogether understandable. "It means there's a concerted level of performance recognized by our competition and our customers," he says. "Winning three times eliminates the possibility of quirk-connected performance; it's an ongoing credit to the agents in our company."

In what Tamesin admits was a flat 1991 for the insurance industry as a whole, Northwestern's 7,300 agents—all of whom are independent contractors with the company—still managed to increase the company's total dollar volume of life insurance protection by 7% and its new premium business by $815 million, together making for an even more impressive 18% rise over 1990.

Some of the credit for those increases has to go to the time and care Northwestern spends on its agents, nurturing them from early on in their careers. Some agents, for example, are college students participating in the company's unique campus intern program.

At cooperating colleges, says Tamesin, "selected students undergo regular agent training and then represent Northwestern on their campuses. It's a way for students to learn whether they're really any good at selling life insurance, and it's an introduction to the industry."

At some schools Northwestern even has "college units," sales teams that compete with those from other schools, just as athletic teams do. "If they do well," Tamesin adds, "and if they graduate and continue with Northwestern, our results show that they progress at a much faster rate than agents who haven't had that experience. It's a great feeder system. Among our national leaders, a noticeably high percentage began as college agents."

The strength of its training, notes Tamesin, is part of Northwestern's "total commitment of the field sales force." That commitment, he adds, "is also reflected in our own deep, long-term, and well-established commitment to high rates of retention for our agents. We train them intensively, and we upgrade that training as necessary, because we know that agents who stay with us will keep their business on our books. We're committed to a 'career agent system' here, so we accept business only from our field force. Unlike most life insurance companies, we accept no business from brokers."

Even more surprising, perhaps, is that Northwestern has no incentive program, "no trips and presents" for its independent agents. The company relies on what Tamesin calls its "Commission Incentive Program" to keep agents happy (although it does give bonuses for both long-term client retention and for bringing in new business).

"Our agents are all self-employed; they run their own offices," he says. "The more they sell, the more they earn, it's as simple as that. So it's not an easy career choice. But for those who are good at it, the big financial rewards are certainly there. As for what we'd spend running an incentive program, we instead take that money and basically use it to pay dividends to our policyholders. So the cost of our insurance is often very low, which leads other people to buy, which increases how much our agents earn."

It obviously works. "We only have one large meeting a year for our agents; it takes place in July in Milwaukee, and they all pay their own way," notes Tamesin. "Every year 8,000 people—agents and their families—show up for it. We're also attracting more talented, more able young people than ever before, people who are often dissatisfied with other careers, who want to strike out on their own."

The only real obstacle Tamesin sees to Northwestern continuing to attract top sales talent over the coming years is that "there are a lot of unknowns in this kind of career. To continually be rejected, to have to talk realistically to people about death and financial protection, that's not easy. A career in life insurance definitely attracts people who are entrepreneurial in nature and who can deal with these issues and transcend them."

Still, Tamesin says the job of selling life insurance hasn't really changed much over the years. "It's always been meeting new people and talking about protecting people and businesses from dying too soon, living too long, or being disabled. These are the three contingencies our agents try to protect families and businesses against. The continual challenge for us is to attract the best possible people to do exactly that for our policyholders."

The challenge for management has remained steady as well: "To achieve goals through the achievements of other people. That's always been a difficult and sometimes frustrating job," allows Tamesin. "That's why I'm really pleased and proud that we're a repeat winner for the Best Sales Force."

As for the future, Tamesin says Northwestern's mission is clear: "We're just going to continue to have the best-trained and the most productive sales force we can. That should be enough."—*R.S.* ►

LIFE INSURANCE

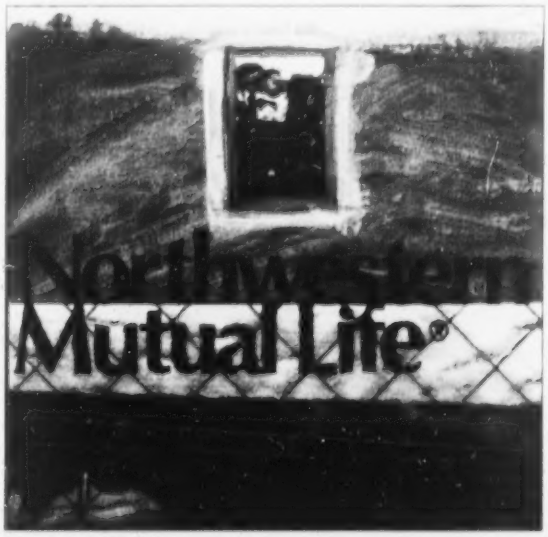
Company: Northwestern Mutual Life

Major Product or Service: Life insurance and annuities

1991 Sales Volume: $5.2 billion (premiums)

Number of Salespeople: 7,300

Sales Philosophy: "Everything this company does has its foundation in the fact that this is a policy owners' company. We believe in selling to and servicing the insurance needs of our policy owners."



JOHN CONRAD

A SOFT TOUCH HELPS BETHLEHEM SELL STEEL

Recession may dull demand, but it leads customers to put an ever-sharper edge on what they expect. At Bethlehem Steel, the sales force has risen to the challenge.

"Just satisfying customer needs doesn't do it anymore," says David M. Beinner, general manager of sales. "These days, our guys spend a lot of time determining where our customers are going."

Warding off incursions by the aluminum and plastics industries looking to capture Detroit's business, for example, means getting into the driver's seat—often even before it has been designed or built. "We worked five years ahead developing coated sheet for automobiles," says Beinner. That called for team selling by engineers and other specialists—all coordinated by the sales department.

Even when selling to folks who make backhoes and power shovels, Beinner's salespeople muster technology, both in the name of strength *and* aesthetics. "Customers want that surface to gleam like an automobile, even though it's going to have mud all over it," he says. "They tell us *their* customers won't buy it if it doesn't look good in the showroom."

Picking up on the needs of its customers' customers is routine for veterans in Beinner's organization, all of whom have survived their share of corporate downsizings as the company coped with relentless competition, both foreign and domestic. Declining prices over the last two years, for example, have had devastating results: In the first quarter of this year alone, Bethlehem lost $10 on every ton of steel it shipped. The "good" news was that this was better than most of its competitors and showed a marked improvement from the previous two quarters.

Long before any hint of an upturn, however, Beinner was at work preparing his people to pounce on the slightest sales opportunity. He began with hiring and training. From a high of 400 people in the early 1970s, Bethlehem's sales force had been pared back as the company shed product lines. Two years ago, Beinner was given the green light to resume hiring, ordaining his own salespeople as advance scouts in the selection process.

"Our salespeople go to colleges and recruit," he says. "Applicants spend a full day at Bethlehem [Pa. headquarters] being interviewed by our sales managers." Those who are chosen spend nine months learning the product line, visiting plants, and being introduced to sales techniques. After that, they're assigned to a district office for field training.

The "demographics" of Beinner's sales force speaks volumes about how selling has changed in the steel industry. Although Bethlehem received high marks for Product/Technical Knowledge in *S&MM*'s survey, only half its salespeople actually have technical backgrounds—evidence that Beinner counts on them to know as much about leadership as they do about ingots. Bethlehem also has three women on its sales force, a number Beinner thinks should increase.

Like Beinner, nearly all of the company's 120 salespeople have spent their entire working lives at Bethlehem. "What holds our team together is that sense of loyalty," he says, "and people loyal to their company will be loyal to customers, too. That's important in a repeat business like ours, where we've been dealing with some customers for over fifty years."

It's not surprising, then, that the supreme compliment that can be paid to a member of the sales force is to say they have "an I-beam on their chest" (i.e., integrity worthy of the corporate logo).

Still, Beinner feels that it's anticipating customer needs that has propelled Bethlehem into sales strategies that would have been unthinkable a few years ago. Last year, for example, he put together a cross-functional team to sell the coated sheet turned out at the company's giant Sparrow's Point, Md., mill. "The salesperson is the initiator and coordinator," he says, noting that the team also includes people from marketing and operations. "We can react quicker to accommodate a customer," notes Beinner, because team members can decide on the spot how to deal with any customer changes.

Currently, similar sales teams are being put together for other lines, and top executives at Bethlehem are studying how virtually everyone in the company can be enlisted in the cause of customer satisfaction. Beinner, in fact, is on the steering committee for a program called Total Quality/Team Bethlehem, which could ultimately propose changes that will forge new links to all the company's customers.

At times, Bethlehem's traditional ways tend to mask underlying shifts designed to cut costs and sharpen the sales effort. To make the most of the Southeast's emerging manufacturing base, for example, Beinner recently opened a district sales office in Columbia, S.C., bringing the total number of such offices to 16. However, life inside these district offices is anything but traditional. Some use telemarketers to handle smaller accounts, and Beinner expects this practice will spread over time.

Also, his 80 customer-service reps, once scattered among the districts, were redeployed to the company's plants last year. Indeed, the changes are coming so fast these days that Beinner sometimes worries about his people. "We may be pushing our guys too hard to do a lot of things," he says, "but today we need to do a lot more selling than in the past."

For Bethlehem's winning team, then, it's I-beams all around.—*M.E.* ►

METAL MANUFACTURING

Company: Bethlehem Steel Corp.

Major Product or Service: Steel and steel products

1991 Sales Volume: $4.3 billion

Number of Salespeople: 120

Sales Philosophy: "To have a well-trained, highly motivated sales force dedicated to developing and satisfying customer needs."

JOHN CONRAD

EASTMAN KODAK BRINGS TRAINING INTO SHARPER FOCUS

"The Kodak Moment. Everybody has them: A new baby...trip to Disney World...prom night...golden wedding anniversary," gushes a Kodak press release. Certainly, most people would agree that Kodak is one of the most famous and warmly regarded names in the world. But over the past 18 months, things haven't been exactly picture-perfect for the 90-year-old company.

Tourism, a primary driver of demand for film and other camera equipment, slowed to a trickle during the Gulf War and never really bounced back. Consumers reined in their spending, businesses delayed purchasing equipment, and competitors in the photographic supplies business, such as Fuji and Konica U.S.A. mounted all-out assaults on Kodak's lead in the marketplace. As a result of these and other pressures in 1991, the company underwent its fourth major restructuring in eight years and offered employees an early retirement plan that will cut the total work force by 12,000.

All of which makes Eastman Kodak's first-place finish in this year's Best Sales Force Survey even more remarkable. A repeat winner from 1984 in the Scientific & Photographic Equipment category, Kodak beat such stalwarts as Xerox, 3M, and Polaroid in three of the seven categories surveyed—Recruiting Top Salespeople, Ability to Keep Top Salespeople, and Opening New Accounts. As for Reputation Among Customers, Eastman Kodak decisively trounced the other nine companies in this year's poll, garnering a rating of 8.6 out of a possible 10 points.

What's Kodak's secret? The answer, in a word, is training. Lots of it. Each Kodak recruit undergoes 90 days of intensive training before being sent into the field. Thanks to a blend of classroom lectures, field trips, and time spent working alongside Kodak veterans, new sales reps hit the street with an in-depth understanding of product specs, distribution channels, and technical processes.

"Twelve weeks is a long time," concedes Michael Morley, Kodak's vice president and general manager for U.S. marketing and sales in the consumer imaging division. "But we found that after that much training somebody can hit the street and be productive for us in a very short time."

Of course, it's not only training that makes them productive. Once they're turned loose, sales reps are fed a continual stream of financial data—numbers on units sold, revenues, and even information on costs and profits.

There's a reason for this. "We're saying to our sales reps, 'You need to think more broadly than just selling. You need to put on your business hat,'" says Morley. "I think that works to the advantage of everybody, but especially to our customers' advantage. Now, sales reps are in partnership with customers, helping them run their business." Reps routinely offer retailers a whole host of services, from access to Kodak's in-house experts on inventory control to training for counter clerks or guidance in how to run a successful promotion.

Naturally, this kind of value-added selling requires a great deal of autonomy, and at Kodak, sales reps have always been given lots of it. Now they'll be given even more. Recently, sales territories were reorganized into four major geographic zones, with each maintaining its own marketing, sales, and financial staff. "These zones are empowered to take umbrella strategies that we develop for the U.S. as a whole and adjust and manipulate them in a way that's appropriate for their specific area," says Morley.

This commitment to autonomy will be put to the ultimate test over the coming months as Kodak rolls out its latest gee-whiz product: Photo CD. The process allows consumers to take pictures with standard 35mm cameras and film, then have a photofinisher transfer the images onto a compact disc for display on TVs or manipulation on a computer. Ultimately, sound, text, and graphics capabilities will be added as well.

"If you were one of my retail customers, I would bet you wouldn't have a whole lot of understanding about Photo CD," says Morley. Consequently, Kodak sales reps will offer retailers extensive training on the product itself, the photofinishing equipment necessary to produce discs, and the playback equipment. As always, this training will be tailored to individual customer's needs and markets.

To free reps for the sort of all-out push Photo CD will require, Morley has hired an outside contractor to restock shelves and place point-of-purchase advertising. "The role we're looking for the sales rep to play isn't one of filling shelves but working with the customer as partner," he says. "We've got to keep moving sales reps beyond a sales orientation to a marketing orientation—and then ultimately to a business orientation."

Which is precisely the kind of philosophy that keeps Eastman Kodak's sales force "picture-perfect" when it comes to producing those winning Kodak Moments.—*B.W.* ►

SCIENTIFIC & PHOTOGRAPHIC EQUIPMENT

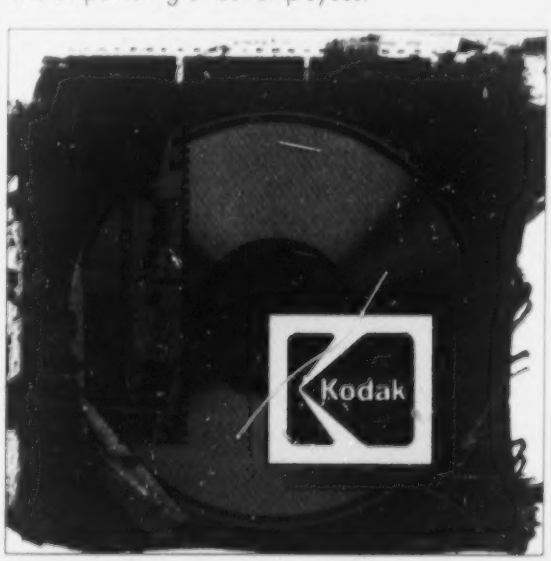
Company: Eastman Kodak Co.

Major Product or Service: Photography supplies and equipment

1991 Sales Volume: $2.8 billion (Imaging Products, U.S.)

Number of Salespeople: 400

Sales Philosophy: "Our company is built on three cornerstones: focusing on consumers and the customers, such as retailers, who market our products; recruiting high-quality people for our marketing force; and empowering all our employees."



JOHN CONRAD

UPS DELIVERS MORE TO ITS CUSTOMERS

What qualities are responsible for bringing United Parcel Service a second Best Sales Force Award in only three years?

"I'd have to attribute the company's success to our employee partnership concept and long-term approach to business," says John Alden, senior vice president of business development for the 85-year-old Atlanta, Ga.-based company. "Being a privately held company, we can afford to plan for the long-term, thus avoiding those ineffective short cuts public companies must take just to satisfy the analysts each quarter. And because our employees know their jobs are secure and their opportunity to rise to a management position is great, it gives them the added incentive to go that extra mile."

Although Alden admits that growth has slowed due to the economic conditions that have plagued corporate America for the last two years, UPS has continued to plug away, increasing business in the process. "We're somewhat of a barometer for the GNP," notes Alden. "Because we service every type of business, service, wholesaler, and retailer, our volume is a pretty good reflection of the state of the economy."

This being the case, it's no surprise that the company's ground distribution business hasn't exactly had a booming year. In fact, Alden says 1991 was the first sluggish year this part of UPS's business has seen since the 1940s. But in a clear and typical demonstration of its resiliency, the company was prepared with a strategy to make up for the lost revenue.

"The way we look at it," he explains, "you'll always be forced to deal with some adversity—whether it be economic conditions, increased competition, or a maturing market. But we've always battled these forces by venturing into new markets." For example, Alden points out that UPS managed to escape the recessions of the 1970s virtually unscathed by adding new areas and services to its territories.

While it now services the entire U.S. (in addition to possessing a strong international division), UPS's latest formation is a subsidiary company that Alden says will provide customers with total sales support. "Although we've done this in the past on an ad hoc basis, our customers were looking for more assistance in this area," he says. "Now, our salespeople can help customers with everything from deciding what mode of transportation to use to solving logistic problems."

UPS continues to stress technology as an integral part of its business. In fact, the company received its top score this year in the same category as in 1990—Product/Technical Knowledge. UPS recently introduced GroundTrac, for example, an electronic tracking system for domestic packages that allows shippers to receive status reports on their ground packages 24 hours a day, seven days a week, simply by calling a single toll-free number. Shippers can also access up-to-date information through the UPS MaxiTrac on-line software system—no small task, considering the company ships *11 million* packages a day for more than one million regular customers.

Of course, while these new developments are a boon to the customer, they only make the salesperson's job that much tougher. "The sales force is required to do much more work with each technological improvement we make," says Alden. "They're expected to know the systems inside out, in addition to our other fifty to sixty service offerings." Still, finding the quality sales talent to handle such a challenge hasn't been that big a problem for UPS. "We're the largest distribution company in the world and we have a good reputation, so it's not hard for us to find intelligent, capable people who are eager to work for us," notes Alden.

Although UPS still sticks to its historical policy of promoting from within, Alden says the company has recently begun to hire from the outside: "As the world changes, we realize that we need to change along with it. However, we're still promoting eighty percent from within, and we're only recruiting outsiders for entry-level positions. Senior management positions are still reserved for existing employees."

Training also remains a major undertaking for the company. This past year, UPS put all of its 150 sales managers through a logistics training course designed for them by Michigan State Univ. Eventually, UPS plans to send district and regional managers, as well as national operators, through the program. Comments Alden: "While it's a big commitment to take these sorely needed managers out of their jobs for an entire week, we feel it's for the good of our common goal—responding to customers' needs."

The customers of today are different from the customers of yesterday, Alden concludes. "They expect more, especially since there's more of a focus on distribution. They're looking for ways to control costs, work more efficiently, and gain greater information. And keeping up is going to take more advancements in technology, which will pose a greater challenge for our salespeople."

Despite these ongoing changes, one suspects that UPS will continue to deliver the goods—whatever the odds and obstacles.—*K.R.* ❖

SHIPPING & DELIVERY SERVICES

Company: United Parcel Service

Major Product or Service: Package distribution

1991 Sales Volume: $15 billion

Number of Salespeople: 2,500

Sales Philosophy: "Form strategic alliances with customers to find solutions to their unique distribution needs."

JOHN CONRAD

COMPUTERS

PRODUCTIVITY GAINS ARE UP ANOTHER NOTCH

Marketers who embraced the computer age reported significantly bigger boosts in sales productivity last year. According to the 255 marketers (with an aggregate sales force of just under 12,000) who participated in *S&MM*'s sixth annual Survey of PC Usage in Sales, productivity of salespeople using computers climbed a median of 25%. This was a healthy increase over 1990's figure of 20%.

However, compared to previous years, there were significant differences relative to sales force size. For example, productivity gains claimed by small companies were 50% better than those cited by large companies (Table 1).

Other key survey findings:

- Top-ranked software applications continued to revolve around account handling.
- The move to outfit salespeople with laptops picked up momentum.
- Human factors and costs were uppermost in the minds of those shunning PCs.

In addition, the better customer relations cited as the biggest motivator for higher sales productivity come from two directions. On the one hand, they center around improved account management—including the ability to handle more accounts as well as the salesperson having more accurate knowledge of existing accounts. On the other, they focus on improved customer service—including "faster response time," "better credibility with customers," and "well-organized customer records."

The four most popular software programs all touch on customer relations (Table 2). This year, account/prospect files moved up from fifth to third place, nudging proposal preparation down from third to fourth.

The biggest gain in popularity was chalked up by budget preparation (11%). Also moving up briskly on the popularity scale were call planning (8%), account management (7%), and account/prospect profile (6%).

Again, however, broad differences in relative popularity exist according to sales force size. For example, more than three-

TABLE 1
PC Productivity Keeps Climbing

SALES FORCE SIZE	PRODUCTIVITY GAINS IN 1991 — YES	NO	UNKNOWN	MEDIAN '90	
Small (under 10)	88.7%	7.5%	3.8%	30%	23%
Medium (10-99)	81.3	16.5	2.2	25	20
Large (100 & over)	77.8	11.1	11.1	20	20
ALL RESPONDENTS	**84.4%**	**11.6%**	**4.0%**	**25%**	**20%**

SOURCE: Sales & Marketing Management Sixth Annual Survey of PC Usage in Sales

TABLE 2
Most Popular PC Applications by Sales Force Size

APPLICATION	SMALL	MEDIUM	LARGE	ALL RESPONDENTS
Word processing/ customer correspondence	81%	74%	85%	**78%**
Account management	70	65	63	**67**
Account/prospect profile	56	60	59	**58**
Proposal preparation	50	57	67	**55**
Spreadsheets	51	51	78	**54**
Call planning	51	45	56	**49**
Call reports	50	47	33	**47**
Sales presentations	36	51	78	**47**
Lead tracking	54	43	19	**45**
Sales analysis	41	42	44	**42**
Sales forecasts	36	45	59	**42**
E-mail	25	43	59	**36**
Territory management	26	40	48	**34**
Graphics	26	30	56	**31**
Direct marketing	37	25	22	**31**
Budget preparation	25	28	48	**29**
Telemarketing	36	22	11	**28**
Order entry	22	26	33	**25**
Checking inventory/shipping status	19	20	26	**20**
Market analysis	16	15	30	**17**
Travel & entertainment	13	16	19	**15**
Mapping	6	10	7	**7**

SOURCE: Sales & Marketing Management Sixth Annual Survey of PC Usage in Sales

TABLE 3
Laptops New King of the Hill

PC TYPE	% USAGE AMONG FIRMS WITH PCS — ALL COMPANIES	SMALL	MEDIUM	LARGE	ALL SALESPEOPLE
Desktop	47.8%	59.6%	38.7%	28.0%	24.8%
Desktop & laptop	27.2	19.3	33.3	40.0	20.6
Laptop	23.3	21.1	24.7	28.0	51.7
Desktop, laptop, terminal	1.3	0.0	2.2	4.0	2.4
Hand-held terminal	0.4	0.0	1.1	0.0	0.5

SOURCE: Sales & Marketing Management Sixth Annual Survey of PC Usage in Sales

TABLE 4

Buyers' Choices in '92

PC TYPE	% OF FIRMS
Laptop	45.7%
Desktop & laptop	21.4
Desktop	18.5
Laptop & palmtop	1.7
Laptop & pen-based	1.7
Palmtop	0.6
Laptop, palmtop & pen-based	0.6
Pen-based	0.0

SOURCE: *Sales & Marketing Management*; Sixth Annual Survey of PC Usage in Sales.

quarters of large companies (those with 100 or more salespeople) use PC-based sales presentations vs. only one-third of small firms (under 10 salespeople).

Falling prices, technological improvements, increased functionality, and attractive cost/performance ratios helped PCs pass a milestone last year: Laptops are now in the hands of just over half the salespeople given computers by survey respondents (Table 3), a robust increase from the preceding year's 36.2%.

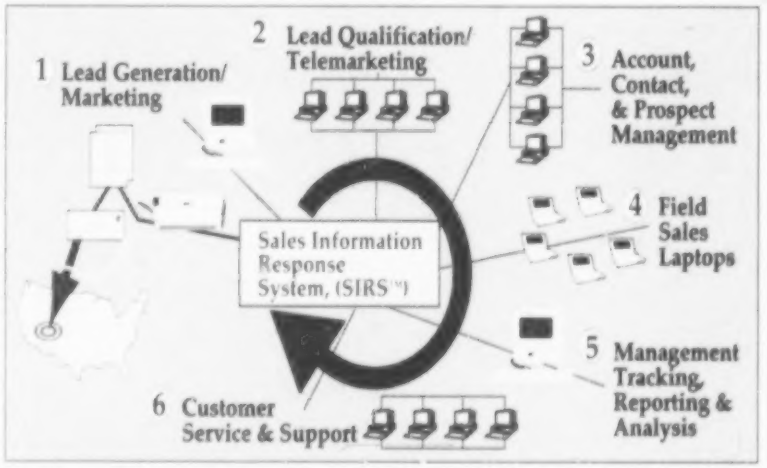
Not surprisingly, much of laptops' growth comes at the expense of desktops. Although the percentage of laptop-using salespeople was up sharply, the share of companies using laptops shows little change. By contrast, the ratio of companies using desktops plunged in the same time frame.

While notebook type laptops are the catalyst in the rush to portables, marketers seem unaware of the newer technologies that make portables even smaller and lighter. Only a handful of respondents expressed an interest in the newer portables.

In other computer-related areas, progress is mixed. To make it easier for salespeople to get the information they need, 65% of respondents give their sales force access to computerized databases. However, that's a marked decline from 1990's 73%. Further, while 70% of PC-using firms make *internal* databases available, only 10% give salespeople access to *external* ones.

On the other hand, marketers are making it easier for salespeople to share files by installing internal networks: 41% had networks in place last year vs. 35% the previous year. Again, company size plays a big role here. Thus, only a third of small companies are "wired," compared to half of the large firms.

Finally, costs—along with human factors—are still the biggest restraint keeping marketers from jumping on


1 Lead Generation/ Marketing
2 Lead Qualification/ Telemarketing
3 Account, Contact, & Prospect Management
4 Field Sales Laptops
5 Management Tracking, Reporting & Analysis
6 Customer Service & Support
Sales Information Response System, (SIRS™)

Automate your entire business cycle with SIRS, UNIX based sales & marketing software.

Integrate all aspects of your business with SIRS. It's flexible and easily customized. It not only provides operational sales tools, but also competitive, customer and marketplace data. And, it's simple to use.

We are the best company to automate your entire business cycle. Just ask our clients.

Find out what DSS and SIRS can do for you. Call Data Systems Support now.

DSS DATA SYSTEMS SUPPORT

1228 Shelly Court
Orange, CA 92668
(714) 771-0454
Fax (714) 771-3028

Circle No. 114 on Reader Service Card

Close Sales Quicker!

PDC Generator!™ Version 3.0 is an easy to use program that speeds the process of generating proposals, documents, and contracts by *up to 70%!*

The 10-minute solution to a custom proposal!

Announcing Version 3.0— Speedier, More Powerful!

- *cut* proposal development time
- *slash* sales training time
- *reduce* time from contact-to-close
- like having an expert system!

- uses existing boilerplate
- compatible with existing wordprocessing software
- no programming involved
- security features

For free brochure, call...
(800) 745-1539

© 1992 Performance Management, Inc.

Circle No. 166 on Reader Service Card

the PC bandwagon. Although prices have tumbled so sharply that even such giants as IBM and DEC are reeling, 70% of the 23 non-computer firms surveyed feel prices are still too high. An equal number of respondents cite their salespeople as an additional deterrent. Such phrases as "computer illiteracy" and "don't care to learn" were mentioned most frequently.

PC WOES TO BOOST SFA

Sales force automation (SFA) efforts will get a boost from the current turmoil afflicting the PC industry. As clone competition eats away at hardware vendor profit margins, manufacturers will reach out for new markets—such as traveling salespeople and executives—with "information appliances, a new class of products that will be small, mobile, low-cost, task-specific devices," says *The PC Mutant*, a new report from Forrester Research.

According to report co-authors John C. McCarthy and William M. Bluestein, at least five types of information appliances will be on the market by 1994:

- **Deal makers:** "Pen-based, tablet-sized computers for sales personnel."
- **Collectors:** "A clipboard replacement for those who capture information [such as in-store merchandisers]."
- **Electronic books/manuals:** "Devices that let users easily tote and display product catalogs, repair manuals, training guides, and video presentations."
- **Personal communicators:** "Pocket-sized devices will let people send notes and receive E-mail."
- **Electronic stationery:** "There will be a convergence of pen gestures with palm-top and notepad forms."

These five types of information appliances will be characterized by:

1. Mobility: They'll be light and compact enough to go everywhere.

2. Low cost: Average price: $500.

3. Limited applications: They'll run only three or four packages.

4. New user interface: Application access will be simplified.

5. Short life cycles: The low cost will spur users to latch onto the latest "hit" appliance.

Although the dawn of this new breed is only two years away, certain technical hurdles remain. For one thing, McCarthy and Bluestein contend that the technology is still "immature. "Poor handwriting recognition curtails note takers," they say. "Also, user interfaces haven't been well-adapted to the new packages—Sharp Wizard, for example, is crippled by a keyboard designed for Lilliputians."

The authors also say vendors are hung up on a "desktop mentality." For example: "Microsoft is trying to stick pen extensions onto its well-worn Windows interface."

Finally, more software must be written for mobile users. "Early adopters will be looking for new software for sales management and order entry systems written explicitly for information appliances."

SFA MOVES INTO THE MAINSTREAM

New evidence that SFA is becoming a mainstream activity comes from the latest survey of computer budgets conducted by Business Research Group (BRG), the research arm of Cahners Publishing, Newton, Mass.

Almost half of the 1,773 MIS specialists participating in the survey say they now support sales departments or sales groups with ongoing automation projects. That SFA is moving from a stand-alone to a network phase is indicated by the fact that 40% of the MIS departments will implement local area networks (LANs) for sales departments this year.

For more details on the survey results, call BRG at 617-630-3900. ❖

Systems Platforms MIS Will Implement for Sales Groups

Local area networks (LANs)	43%
Desktops	31
Laptops	31
Minis	26
RISC* workstations	17
Mainframes	15
Hand-helds	12
SPARC** workstations	6

*RISC = Reduced Instruction Set Computing
**SPARC = Sun Microsystems' proprietary operating system

New Sales Applications MIS Will Implement for Sales Groups

Order entry/scheduling	17%
Sales analysis	17
On-line customer access	16
Sales/territory management	15
Field office/branch automation	12

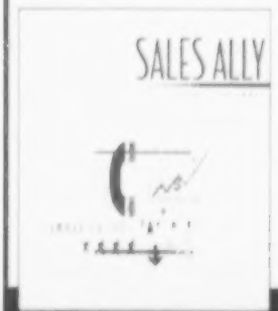
SOURCE: Business Research Group.

People Tracking
Day Planning
Word Processing
Mail Management
Report Creation

SALES ALLY

SALES CONTACT SOFTWARE

Designed for personal computer, laptop, or networking environments, Sales Ally assists the sales professional in all aspects of daily office procedures: prospecting, tracking and customer contact. The program provides unlimited flexibility in record management. Detailed and accurate information is available instantaneously to better serve client, prospect and clerical or managerial needs. Fully integrated word processing, report writing, and 'tickler-telephoning' functions combine to improve organization, efficiency, and ultimately, overall productivity.



AWARD WINNING SOFTWARE
PCComputing
"Best Product"

SCHERRER RESOURCES, INC. - Sales Automation Group
8100 Cherokee Street • Philadelphia • PA • 19118
215-836-1830

Circle No. 149 on Reader Service Card